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**REQUEST FOR QUALIFICATIONS**

**PUBLIC ENGAGEMENT COORDINATOR**

**for**  
**Town Zoning Updates,**  
**Town Parking Study,**  
**Natural Resource Protection Regulations Update,**  
**Housing Demand Mitigation Requirements Update,**  
**Housing Rules and Regulations Update**

**TOWN OF JACKSON and TETON COUNTY, WYOMING**



February 21, 2017

## **SECTION ONE: INTRODUCTION**

### **1.1. Purpose**

The Town of Jackson and Teton County intend to enter into a contract with a consultant who will provide services that unite and/or coordinate the public engagement requirements of 5 different regulation update projects. The 5 projects are all related to varying degrees, but will have separate project managers and unique content experts. The purpose of hiring a single public engagement coordinator is to ensure the necessary public engagement happens for each project so that all projects are complete by July 2018; and to be respectful of the public's time by coordinating engagement and information release across all projects.

### **1.2. Need**

The consultant needs to have skills in:

- Designing a decision making process
- Planning public participation
- Meeting facilitation
- Workshop planning and design
- Public outreach across all media platforms

The consultant would benefit from knowledge of:

- Comprehensive planning or at least one of the specific project subjects

### **1.3 Available Local Resources**

Personnel/Facilities:

- Staff – the Jackson/Teton County Associate Long-Range Planner will be available for about 10 hours a week to help review, format, post, and otherwise distribute public outreach at the direction of the consultant. She will also be the local contact for coordinating with the project manager for each project. There is no fee for staff support.
- Jackson Hole Public Art – is a non-profit community organization that has a mobile design studio and also offers public engagement planning. There is a fee for use of the studio or their services. [www.jhpublicart.org](http://www.jhpublicart.org)

Policy Guidance and Relevant Regulations: (all can be found at [www.jacksontetonplan.com](http://www.jacksontetonplan.com))

- Jackson/Teton County Comprehensive Plan
- Jackson/Teton County Integrated Transportation Plan
- Jackson/Teton County Housing Action Plan
- Town of Jackson Land Development Regulations
- Teton County Land Development Regulations
- Jackson/Teton County Housing Authority Rules and Regulations (fka TCHA Guidelines)

### **1.4 Background**

Jackson is the sole municipality within Teton County, Wyoming, a resort community at the gateway to Grand Teton and Yellowstone National Parks. The Jackson/Teton County community has a joint Comprehensive Plan and jointly plans much of its land use, transportation, and housing policy. Each year the community prioritizes the policy and regulation updates it will pursue. The community's current priority is to complete the following 5 projects by July 2018.

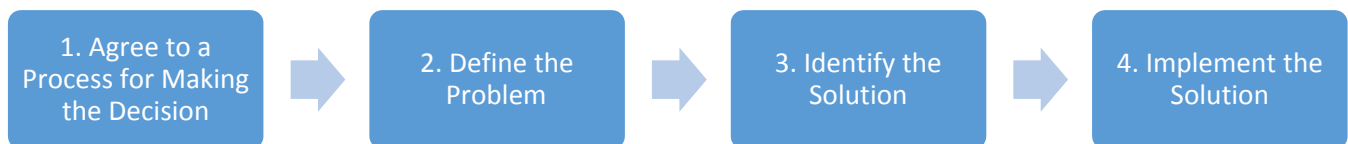
- *Update Town Zoning (outside the Downtown).* The purpose of this project is to update zoning in the residential and highway-commercial areas of Town to reflect the desired future character described in the 2012 Comprehensive Plan.
- *Town Parking Study (outside the Downtown).* The purpose of this project is to evaluate parking alternatives that enable the desired intensity of land use and transit described in the Comprehensive Plan and 2015 Integrated Transportation Plan.
- *Natural Resource Protection Regulations Update.* The purpose of this project is to update the environmental assessment process and regulations for protection of wildlife habitat and other natural resources in the community.
- *Housing Demand Mitigation Requirements Update.* The purpose of this project is to update the community's requirements that new development provide affordable housing to mitigate the need for such housing generated by the development. The policy basis for these regulations needs to be updated to reflect the Comprehensive Plan and 2015 Housing Action Plan; as does the data justifying the requirements.
- *Housing Rules and Regulations Update.* The purpose of this project is to update the rules and regulations that govern the design, occupancy, and transfer of deed restricted housing units managed by the Jackson/Teton County Housing Department.

While many communities update their Land Development Regulations through a single, large effort following adoption of a new Comprehensive Plan, Jackson and Teton County have had no success with such an approach. Instead, the Jackson and Teton County Land Development Regulations are being updated through a series of topic specific projects. This approach has successfully allowed for topic specific content expertise. However, the community has struggled to maintain quality public engagement and continuity of processes while working on parallel projects.

As a result of past projects the community has identified the following attributes as crucial to a successful process.

- Shared commitment among decision makers and stakeholders to the process
- Shared commitment among decision makers and stakeholders regarding the desired outcomes
- Decision maker and stakeholder engagement from beginning to end
- No delays between phases that require resetting the process
- Adoption hearings are the culmination of the process that build on earlier phases

Therefore, the Town and County have determined that the way to complete the 5 priority projects listed above by July 2018 is to coordinate public engagement with a focus on achieving the above attributes of success for each project. Jackson and Teton County break each project into 4 phases.



The Town and County's goal for public engagement and process coordination is that for each project the full spectrum of stakeholder opinion is engaged in Phases 2 and 3 so that the drafting and adoption of the updated regulations (Phase 4) is truly an implementation effort. This represents a culture shift from how these types of projects have been done in the past. Past projects have included quality public engagement in Phases 2 and 3, but final decisions have reflected primarily the last and/or loudest comments made in Phase 4, many of which were never voiced in earlier phases.

The purpose of coordinating outreach among all 5 projects is to combine engagement events where appropriate to make more efficient use of the public time, and to ensure at all times that the processes of the 5 projects are coordinated so that the process goals for each project are achieved.

## **SECTION TWO: DESCRIPTION OF REQUIRED SERVICES**

### **2.1 Required Services**

The Town of Jackson and Teton County are seeking a qualified professional for the provision of the following services across all 5 of the projects described in *Section 1.4, Background*.

- Combination of public engagement across multiple projects wherever appropriate to make more efficient use of the public's time.
- Overall process schedule management in coordination with the individual project managers.
- Review of public engagement content to ensure the right questions are being asked the right way to achieve the desired outcomes of the public engagement. (Project content will be the responsibility of each project manager)
- Direction on the appropriate workshop/meeting/open house events to achieve project goals.
- Direction on appropriate website and online forum approach for each project. (If online forum is recommended, design of forum should be included in *Section 3.1.2, Approach to Service Provision*)
- Direction on the approach to social media and other platforms for providing public engagement for each project.

### **2.2 Schedule**

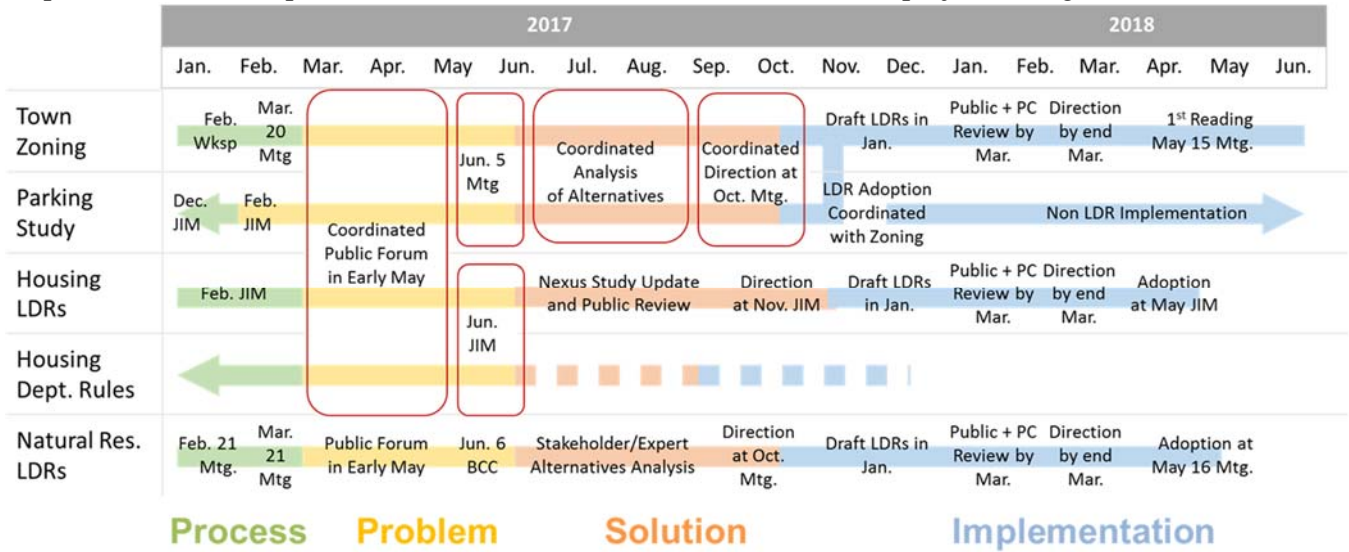
Specific schedules will be developed in coordination with individual project managers. However there are basic deadlines that apply to all 5 projects. The deadlines relate to the project phases discussed in *Section 1.4, Background*.

- By mid-June 2017 the decision makers for each project shall have agreed to a defined scope of issues/problems that will be the focus of the project. (Phase 2) Where appropriate, this scope definition should be combined for multiple projects.
- By mid-December 2017 the decision makers for each project shall have agreed to direction on each of the issues/problems. (Phase 3) Where appropriate direction for multiple projects should be combined.
- By end-June 2018 the decision makers for each project shall have adopted each project. (Phase 4) Where appropriate, adoption of multiple projects should be combined.

### **2.3 Draft Scope of Services**

The below chart is a draft of how the required services might be provided. It is included in this request to give responders an idea of the coordination the community desires and the scope of the engagement expected. Approaches to service provision (Section 3.1.2) should be based on this draft, but are encouraged to include

recommended improvements. The Town and County are aware that a fully defined scope of services cannot be provided without input from the selected consultant and each of the 5 project managers.



**SECTION THREE: SUBMITTAL CONTENT / QUALIFICATIONS**

**3.1 Submittal Qualifications**

Consortiums, joint ventures, or teams submitting offers will not be considered responsive unless it is established that contractual responsibility rests solely with one individual, firm, or corporation. The Town of Jackson will contract with one Entity only in conjunction with the services solicited in this Request for Qualifications (RFQ).

**3.1 Submittal Content**

Consultants shall adhere to the following format and content in their submittal:

- 1. Identification of the Submitting Entity.** State the name of the firm, mailing address, telephone number, email address, and individual authorized to negotiate on behalf of the firm. (1 page maximum)
- 2. Approach to Service Provision.** Describe, based on the team’s experience, a detailed approach to providing the required services based on *Section 2.3, Draft Scope of Services*. Include a fee for each service and the overall approach. The approach to service provision is not a firm proposal, it is intended to illustrate the consultant’s public engagement skills and approach and the scale of the services being requested. The actual scope of services will be negotiated following award of the contract with input from the 5 project managers.
- 3. Service Fee Schedule.** Describe in detail, and as discrete services, the services offered in *Section 3.1.2, Approach to Service Provision* and the fee for each service. The contract will set the fee schedule for each service for the duration of the contract as well as a not-to-exceed amount. The scope of services within that contract will be negotiated as the process evolves to meet the needs of the 5 project managers.

4. **Experience.** Provide specific and detailed examples of direct experience with projects requiring multi-faceted public engagement, coordination of multiple decision making processes, public outreach and education, alternative scenario planning, and adoption of regulation revisions to implement policy direction. (5 pages maximum)
5. **Innovation.** Identify and describe in detail experience with innovative public engagement methods such as web-based alternatives analysis, social media forums for public discussion, and mobile design studios for pop-up public workshops. Identify and describe in detail experience with other innovative techniques that may be useful in public engagement (must be included in the proposed Approach to Service Provision).
6. **Personnel and Staffing Plan.** Identify and provide resumes for all personnel who will have responsibility for performing the approach to service provision. Indicate the level of effort each staff person shall have in providing each service. Indicate the organization of the proposed team, specifically identifying the proposed Project Manager. Explain how the team will be organized to ensure adequate communication and performance among the personnel/firms in the team arrangement. Provide a brief overview of the firm's qualifications to undertake this assignment. The Town and County are expressly interested in the firm's experience and qualifications of providing professional services for this specific project. Lengthy explanations of completed, yet unrelated, projects will not be considered. (10 pages maximum)
7. **References.** Provide a list of current and past clients for which your firm has performed work of a similar nature. For each reference, include a contact name, phone number and address. Briefly describe the work performed for each reference. Include a minimum of three references and no more than five.

### **3.2 Submittal Deadline**

Each consultant shall submit one (1) printed copy of the complete submittal and one (1) electronic copy in a PDF-format. All submittals must be received by the Town of Jackson Planning & Building Department by 4:00 P.M. MST, Tuesday, March 14, 2017. Submittals shall be valid for a period of forty-five (45) days from receipt by the Town. Submittals received after the date and time specified above shall be disqualified from consideration. Late submittals shall be returned unopened. Qualifying submittals shall be opened on Tuesday, March 14, 2017 at 4:00 P.M. MST in the Town of Jackson Planning & Building Department located at 150 East Pearl Avenue, Jackson, Wyoming. The public is invited to attend.

Responses to this RFQ should be submitted via Federal Express, United Parcel Service, or hand delivered to:

Jeanne Carruth, Office Manager  
Town of Jackson Planning & Building Department  
150 East Pearl Avenue, 2<sup>nd</sup> Floor  
Jackson, WY 83001

All questions and requests for additional information shall be directed to Alex Norton, Long-Range Planner via e-mail only at [anorton@tetonwyo.org](mailto:anorton@tetonwyo.org).

### **3.3 Postponement or Amendment**

The Town and County reserve the right to amend any portion of the RFQ. Copies of such amendments shall be made available to all prospective, interested consultants via e-mail. Where such amendments require changes in the submittal requirements, the final date for submission may be extended.

### **3.4 Cost of Submittal Preparation**

Any costs incurred by the consultant in responding to this RFQ in anticipation of receiving a contract award shall be the responsibility of the Entity submitting the response. The Town and County shall not reimburse the Entity for any such expenses.

### **3.5 Schedule of Submission and Review**

The Selection Committee, after its initial review and scoring, may elect to select a successful submittal. Conversely, the Selection Committee may elect to contact short-listed applicants to ask for final and best offers, pursuant to the Town of Jackson procurement policy. After scoring all submittals (and all final and best offers, if applicable), the Selection Committee shall make a recommendation to the Town Council and Board of County Commissioners regarding the successful submittal. The Town Council and Board of County Commissioners will formally award the project and the Town of Jackson will enter into a contract with the consultant.

The Town and County shall follow the schedule outlined below. However, the Town and County reserve the right to revise the review schedule at its sole discretion.

February 21, 2017: RFQ available for review

March 14, 2017: Submittal due date

March 30, 2017: Recommendation by Selection Committee

April 3, 2017: Selection Committee Recommendation presented to Town Council and Board of County Commissioners

April 17, 2017: Contract Awarded by Town Council

### **3.6 Acceptance**

This RFQ provides interested professionals with the necessary information to enable them to prepare and submit information for consideration by the Town and County.

The Town and County reserve the right to enter into further discussions with any consultant based solely on the initial response to this RFQ along with the right to negotiate the cost with the selected consultant if it is deemed to be in the best interest of the Town and County.

If the Town and County is unable to negotiate a final scope of services and professional fee with their first choice, they reserve the right to negotiate with other consultants that submitted a response to this RFQ.

**SECTION FOUR: EVALUATION CRITERIA**

The Selection Committee will evaluate the submittal content based on the following weights.

Criteria	Rating	Weight	Score
1. Submittal Format		1	
2. Service Approach		10	
3. Fee Schedule		5	
4. Experience and Innovation		5	
5. Personnel and Staffing Plan		5	
Total Score			
Rating System: 10 – Excellent; 5 – Satisfactory; 0 – Unsatisfactory			